

CHAPTER III

Planning Your SB/DVBE Program

PLANNING A SMALL BUSINESS AND DISABLED VETERAN BUSINESS ENTERPRISE PROGRAM

An essential part of creating a successful SB and DVBE program is the planning that takes place to make it a success.

The question is - what defines success? The easy answer: "achieving the 25 percent Small Business and 3 percent DVBE mandates!"

But, the bigger question is: "How does one get their Department on the road to success and keep it there?"

There is so much to know. Just where does one begin? When tackling the task of creating or enhancing your department's SB/DVBE program, ask yourself the following:

- ✍ Are SB/DVBE plans already in existence and functioning?
- ✍ Are they flying along successfully?
- ✍ Are participation goals being met?
- ✍ Are they on the rise or decline?
- ✍ Is there SB/DVBE policy – is it up to date?
- ✍ Is there a website?
- ✍ Is there a Newsletter?
- ✍ What about training – is procurement and contracting staff SB/DVBE program trained – does the department have an SB/DVBE training class for buyers and contracting staff? Do the programs have management and executive support?

Answers to the above questions impact how you plan and run your program while having active support from department buyers, contract staff, and executive and management staff directly affects the overall program success.

The following information links may help you work out a plan development for your SB/DVBE program.

- **[FROM THE BEGINNING](#)**

This discussion includes information about how you and your advocate activities can become known in your department and the types of activities you might consider undertaking to accomplish this goal.

- **[KNOW BEFORE YOU GO](#)**

No matter whether you are a new advocate - or a seasoned veteran – there are things to know to make any plans successful. This section discusses the relevant things of which you should be aware.

- **CONSTRAINTS TO DEVELOPING PROGRAM PLANS**

This information discusses what you might consider if there are constraints in developing your SB/DVBE program plans.

- **PUTTING PLANS INTO ACTION**

(Under development)

- **RESOURCES AND WEB-LINKS**

Includes a simple checklist and resource information to assist you identify and implement your SB/DVBE activities.

- **PROGRAM PLAN CHECKLIST**

Checklist includes actions to assist you organize your activities.

SOME FINAL THOUGHTS...

In order to have a successful program, you as the advocate must have in-depth knowledge of both programs, their specific mandates, processes, policies, reporting requirements and practices. This means you must know the information, and if you don't have it off the top of your head - where to get the information. Become educated on all facets of both programs. As you develop your program, do so with "the end in mind". Identify the essential basics to be implemented first. Create interesting and simple to use tools for staff to follow. Be concise with directions and explanations.

As mentioned in the beginning, you are a point of resource for your department, and staff and management are reliant upon you for accurate and current information. The more certain you are in your knowledge of the SB/DVBE programs, the greater the assurance others will have that they are complying with program requirements when following your advice.

When developing your program plans, be sure to take advantage of the knowledge base around you - use the Advocate Toolkit – it is full of information resources, links, and best practices from which to draw program plans and ideas.

Good luck!

FROM THE BEGINNING

Are you a new advocate? If so, the first thing to know is whether or not you are stepping into an already developed SB/DVBE program. If this is the case, then there may be plans, functions, and pre-existing activities already developed and you may merely have to review them to get yourself up to speed and continue onward, creating and developing new activities to move the SB/DVBE programs along.

But suppose you are new to the program and find yourself in a Department with little or no program and now it's your responsibility to "put one there"?

Aside from the fact that you must know and understand the Small Business and DVBE programs, their applicable regulations and laws and their associated mandated activities – how do you launch a plan to let everyone know about the program(s) and your activities? How do you successfully let everyone know what you are doing?

As the Advocate, you are the point of presence for the SB/DVBE program and you are responsible for disseminating relevant SB/DVBE program information, rules, mandates, policy and procedures. Whether you are going to create a new SB/DVBE program, or manage an existing one, department buyers, contract analysts, management staff and the SB/DVBE community need to know about the program and your activities.

Let's assume you are a new Advocate, you might consider the following ideas to help you along as you set up a program.

Determine who your audience is – who do you need to be talking to?

- a. Identify individuals in your department that you should be in contact with
- b. Create a contact list with phone and email information
- c. Create separate email distribution lists for easier and more direct communications

Contacts may include executive management and program staff, procurement officers, contract officers, buyers, contract analysts, IT buyers and contract analysts. Does your department conduct construction services solicitations? Consider contacting engineering staff to get their input on what they may need in SB or DVBE services and commodities. External contacts would include DGS OSDS staff, Small Business groups, DVBE groups, and other department advocates.

Introduce yourself to those individuals most likely to work with or need of your services:

- a. Internal buyers and contracting staff
- b. Procurement and contracting managers
- c. Executive and upper management staff
- d. DGS Small Business and DVBE Services (OSDS) staff
- e. California Department of Veterans Affairs staff
- f. Other SB/DVBE advocates
- g. SB and DVBE Business sectors

Identify what buyers and contract analysts need.

- a. Do they need supplier lists?
- b. Do they understand the SB/DVBE program or do they need training?
- c. Do they understand and can they evaluate the DVBE Five Steps of a Good Faith Effort
- d. Can they apply the SB calculation preference?
- e. Do they report SB/DVBE awards to you?

Then, create the tools, activities or plan for what is needed to make a successful program.

- a. Commodity supplier listings
- b. Quick references for how to:
 - I. Evaluate GFE
 - II. Application of the SB calculation preference
 - III. Prompt payment information flyer
- c. Information flyer for conducting supplier or service provider searches on the OSDS Certified Firm Listing
- d. Department Newsletter
- e. Department SB/DVBE Website
- f. Policy statements

The above doesn't cover all aspects of what can be accomplished and may be expanded based on what your department needs. What can be done for a department to implement a successful program is limited only by one's imagination...

“KNOW BEFORE YOU GO”

Before you begin, you need to know about your department, its services, functions and organizational arrangement. Knowledge of your department’s mission and services is vital to developing the plans for a successful SB and DVBE program. Think about the following:

- What is the purpose/mission of your department?
 - Knowing this information provides you with an overall understanding of the function of your department and allows you to begin focusing on specific sectors in a search for SB/DVBE opportunities.
- Does your department do Construction, IT, Medical Services, Law Enforcement, etc.?
 - Answers here will help you focus on specific SB and DVBE supplier and contracting communities from which you can develop outreach and bid lists.
- What goods and services does your department routinely buy?
 - Answers to this question may assist you develop supplier and service contractors listings for the SB/DVBE Bid option.
- How is your Department organized? Are the purchasing and contracting activities “centralized” or “decentralized”?
 - The answer to this question will determine how you conduct outreach, provide information, train and gather statistics for reporting
- What kinds of goods/commodities does your department buy? Any specialty items (e.g., bear-proof lockers, fire rings, hydroelectric valves, cars, guns, etc.). Any specialty services?
 - The answer to this question will help you develop specialized supplier lists for your buyers.
- Is there an existing policy statement regarding the SB/DVBE programs?
 - Is it current? Does it need to be updated to reflect current mandates?

Answers to the above questions can help you lay the groundwork for plan implementation and will directly affect the kind of program you develop

CONSTRAINTS TO DEVELOPING YOUR PROGRAM PLANS

There may be department constraints that directly affect how much time and how much latitude you will have in developing SB/DVBE plans and this needs to be considered because it's the difference between focused and tightly developed plans, or broader sweeping plans with more activities and outreach. Despite mandates set forth, each department is different in its manner of support for the SB/DVBE program. Some departments are very proactive and have no limitations, while other departments support minimum functions of the SB/DVBE programs due to staffing or funding constraints. Consider the following when you are determining how broad a program you implement:

- Are you a full-time advocate or do you have other job duties? Does your current duty statement reflect this?
- Do you have executive and management support for the SB/DVBE programs?
- Do you have support to do the following:
 - Draft policy statements
 - Meet with management to provide SB/DVBE program information
 - Develop and conduct internal training for departmental staff.
 - Travel to department field divisions to meet and train staff
 - Gather departmental SB/DVBE participation stats from internal purchasing and contracting offices.
 - Attend SB/DVBE Advocate meetings for up-to-date SB/DVBE legislation and DGS policy requirements.
- Will your Department allow you to travel to participate in statewide SB/DVBE events?

Once answers are obtained for the above questions, you can get an idea of what kind of program you want to put in place and then begin developing appropriate SB and DVBE plans and activities.

If your position is fully dedicated to the SB/DVBE program and that's your only focus, then you may have little or no constraints and will have the ability to develop sweeping program plans that include websites, staff training, advocate newsletters, travel, policy, tools to enhance SB/DVBE participation reporting and whatever else you deem important for your program success.

On the other hand, when there are time or funding constraints, you may only be able to focus on critical elements of the program. This may include setting up training or briefings to update buyers and contract analysts to apprise them of new developments or procedures, determining how to best capture statistics for reporting purposes, and/or setting up supplier lists for buyers and contract services.

Even under constraints a good program plan can be created. Outreach efforts can be accomplished by remaining local to your office – attend regional free functions; internet with other Advocates, borrow templates for flyers, supplier lists, contact information – save you the time of creating from “scratch”. You can schedule meetings to brief staff when there is no training budget to allow for classes. It can be done – it's a matter of identifying critical elements and going after them. Once tackled, you can add other activities.

SB/DVBE PROGRAM CHECKLIST

The following serves as a guideline for any or all of what might be needed to develop a successful program. It can be used as a tool to implement portions of your program.

Who's Who?

- Identify your department's contract analysts, buyers, and program managers.
- Create separate distribution lists for each category for focused information dissemination.
- Identify other Agency advocates with whom to network.
- Identify key contacts at DGS?
 - Who is responsible for outreach?
 - Who and where do you send reports to?
 - Who do you contact to find out about statewide events?

Services

- Research the services your department uses and then categorize by service types
- Check CSCR to identify what your department is soliciting
- Research the DGS OSDS internet site to identify SB and/or DVBE suppliers and service providers
- Identify the contract analysts who will solicit these services
- Meet with/or email service provider information to staff

Purchasing

- Research commodities used by your department; create a list by types of commodities and services
- Research OSDC site to identify SB and/or DVBE suppliers
- Identify department buyers who purchase or contract these commodities
- Meet/or email SB/DVBE commodity supplier information to staff

Internal Outreach

- Create News Bulletins for fast information dissemination
- Meet with staff prior to bid solicitation to help identify SB/DVBE service suppliers to focus the SB/DVBE Bid Option, or include in the bid process
- Attend pre-bid conferences to help staff answer bidder questions
- Keep management and staff up to date on the Department's progress with quarterly participation reports for each reporting category.
- Disseminate new DGS SB/DVBE regulations and information via News Bulletins

External Outreach

- Identify local, regional and statewide SB/DVBE business sectors conferences, meetings, training and business events being held
- Identify DGS or other department sponsored conferences, meetings, training and business events being held
- Discuss with management the events you are able to attend, where costs are involved, check into the possibility of cost sharing with another department
- Calendar approved events
- Prepare tabletop information, flyers, brochures, business cards to be used in department information dissemination.
- Meet with Small Business and DVBE suppliers to discuss their business services to see where they may fit into the department's needs.
- Attend DGS sponsored meetings – SCAN, Customer Forums, SB Advocate and DVBE Advocate meetings and training
- Network with other advocates for best practices and successful actions

Newsletter/Flyers

If time permits, consider doing a quarterly email newsletter that includes the department's statistics, successes, your activities, new legislation impacting the contracting or purchasing process.

- Begin simply and expand as time permits.
 - What needs to be known
 - What is a "nice to know" feature
- Use previously created distribution lists to disseminate the information.

Training

Is there an existing SB/DVBE training program?

- How comprehensive is it? How comprehensive does it need to be?
- Identify who needs training.
- Identify what level of training is needed.
- Identify the materials needed to provide the training.
- Develop simple instructions and forms to simplify SB/DVBE processes for staff

To begin a new training plan, focus on the most fundamental aspects - things required –

- Understanding Documenting the Good Faith Effort
- Applying the SB Calculation Preference
- Calculating the Non-Small Business Preference
- Reporting DVBE participation
- Reporting SB participation
- Prompt Payment Regulations
- Commercially Useful Function as applied to SB and DVBE programs
- Using the SB/DVBE Bid Option

Develop a training module using Power point. Talk about:

- SB and DVBE program requirements
- Use of required forms
- When and how to use the SB/DVBE Bid Option
- Application of the Small Business Preference Calculation
- Prompt Payment Program
- Evaluating the Five Steps of a Good Faith Effort
- Commercially Useful Function
- When to request a DVBE program waiver

As your program develops and as time permits, you may be able to consider providing one-on-one training.

Website –Internet

Does your department have a point of presence on its existing website for the SB/DVBE program? You want to focus on creating a departmental SB/DVBE website that educates the SB/DVBE business community regarding how to do business with your department. You need to know if you want a simple site that provides the basics, or do you want something comprehensive?

A simple public site might include:

- SB/DVBE Department Contact information
- A list of services and commodities the department routinely buys
- Address and contact information for associated field divisions or district offices if applicable to your department
- A link to DGS Office of Small Business and DVBE Services
- A link to California Department of Veterans Affairs

As time permits, it's nice to add:

- A mechanism for businesses to electronically "sign-up" to be on your department's supplier/service provider listing
- Statewide and Regional Event Links
- Legislative Bill Information impacting SB and DVBE programs
- Public Contract and Government Code link
- Military and Veterans Code link
- Link to CSCR to find out what the Department is advertising

Website- Intranet

Some departments have a separate intranet. Department buyers and contracting staff can take advantage of much the same information you provide for the public. Create a one-stop-shop for them. In addition to the above, what other elements can be placed on an intra-net to help staff meet DVBE and Small Business participation goals?

Consider adding the following features and links:

- Unique Department SB/DVBE forms
- SB/DVBE Solicitation Language
- DGS Resource Information Package
- CSCR
- Certified Firm Search
- SB/DVBE contractor information table for use with the SB/DVBE Bid Option
- Department Policy Statements

Legislation

Along with the SB and DVBE legislative binder mentioned above create additional sections to include relevant topics/issues that resulted in the legislation.

- DGS/Procurement Notification and Issues
- Commercially Useful Function
- DVBE GFE procedures
- Management Memos
- Administrative Orders
- Public Contract Code Statutes
- Government Code Statutes
- Military and Veterans Code Statutes

You will need to follow legislation impacting the SB/DVBE Program. Learn how to search legislation on the State Legislative website:

- <http://www.legi.dgs.ca.gov>

SB/DVBE Resources and Web-links

Set up links on your desktop to the various web locations below so that you have information immediately to hand for your use or to reference others when they need it.

Executive Orders	Executive Order S-01-06, Executive Order D-43-01 <ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/smbus/dvbesbleg.htm
Department Policy	Locate current department SB/DVBE Policy. Update if needed, develop if non-existent
DVBE Legislation	Cull relevant DVBE legislative bills enacted or in progress and create a directory or reference binder. <ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/smbus/dvbeleg.htmDVBE
Small Business Legislation	Cull relevant DVBE legislative bills enacted or in progress and create a directory or reference binder. <ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/smbus/sbleg.htm
Web links	<ul style="list-style-type: none">◦ DGS/Procurement<ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/default.htm◦ Office of Small Business and DVBE Service<ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/smbus/default.htm◦ State Contract Manual<ul style="list-style-type: none">◦ http://www.ols.dgs.ca.gov/Contract+Manual/default.htm◦ Purchasing Acquisition Manual<ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/deleg/pamanual.htm◦ Public Contract Code◦ Government Code◦ Military and Veterans Code
State Contract Manual (SCM)	Chapter 8 – relative to SB and DVBE Programs requirements http://www.ols.dgs.ca.gov/Contract+Manual/default.htm
Purchase Acquisition Manual (PAM)	Chapter 4 – relative to SB and DVBE Program requirements <ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/deleg/PAMchapter04.htm#bt8
DVBE Resources	<ul style="list-style-type: none">◦ Good Faith Effort<ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/dvbe/default.htm◦ Commercially Useful Function<ul style="list-style-type: none">◦ http://www.documents.dgs.ca.gov/osp/sam/mmemos/MM05_03.pdf◦ DVBE Declaration Form<ul style="list-style-type: none">◦ http://www.documents.dgs.ca.gov/pd/poliproc/STD-843FillPrintFields.pdf◦ DGS DVBE Resource Information Packet<ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/publications/resource.htm◦ DVBE Bid Option (GC 14838.5)
Small Business Resources	<ul style="list-style-type: none">◦ Small Business Bid Option (GC 14848.5)◦ Prompt Payment Act<ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/promptpay/default.htm◦ Non-Small Business Calculation Preference
Statewide Advocate Listing	Download a list of the statewide SB/DVBE Advocate contact listing from the DGS OSDC website. <ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/smbus/advocate.htm#sdad
Program Reporting	Annual SB/DVBE and Consulting Reports <ul style="list-style-type: none">◦ http://www.pd.dgs.ca.gov/smbus/rptduedtnew.htm